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2 February 1953

MEMORANDUM FOR: AREA DIVISION CHIEFS, DD/P-ADMIN (Chief), PP (Chief), PM (Chief), FI (Chief), IOD (Chief), and TSS

SUBJECT: Checklist and other assistance for completion of the Reference Plan

REFERENCE: The 7 January 1953 draft of the CIA Strategic Plan for FY 1955 for NSC 10 series activities in Cold War, transmitted by my memorandum of 9 January 1953

1. The reference memorandum stated that I would separately request the cooperation of addressees in preparation of Annex B of the reference Plan. This memorandum covers that and additional items.

2. Two comprehensive checklists of possible operational tasks for NSC 10 series activities are attached: List No. 1 for target areas located outside the iron curtain; and List No. 2 for target areas behind the iron curtain. These checklists are an effort to get a convenient standard device to be used in outline planning.

a. It is recognized that any such standardized instrument may be over-simplified and too rigid to meet all the elements of all individual needs. However, notwithstanding such disadvantages, it is believed that such a device can reduce the burdens of narrative plan writing. It is also expected to provide summaries, of a type not now obtainable, as a basis for broad policy action by CIA executive levels and by other agencies concerned with this field.

b. In these checklists, emphasis on overall objectives, as compared with separate functional channelizing, is intentional. It is believed that the purpose comes first, and that the selection of tools to accomplish it is distinctly subsidiary. It is expected that Senior Staffs will develop the contribution of the separate functional specialties to the accomplishment of the general objectives.

3. This present request is a pilot test of the adequacy of these lists. Your assistance is requested as follows:

a. Area Divisions:

(1) Pilot test: Each area is requested to try one of these lists on one country. Where one Division has planning jurisdiction over both types of target areas (See par. 2 above), trial of List No. 2 is preferred, unless any Division wishes voluntarily to try both. For any Division requesting, members of this staff will be pleased to confer with your planning and branch personnel in executing this test. Completion of this one

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country test is requested by 13 February 1953.

(2) Extension to all countries: On the basis of revisions in these lists resulting from this preliminary trial, it is hoped to extend execution of these lists to all countries by 27 February.

(3) Subsequent use: When lists are executed by Areas for all countries, this staff will prepare tabular summaries for each area, which will be the tentative appendices to Annex B of the basic plan. Senior staffs should review these summaries and discuss any questions with Divisions concerned. The final resulting revisions will be submitted in tabular form to DD/P as the recommended Annex B for the FY 1955 Plan.

(4) Problem of policy: Informal discussion with some Divisions has raised the objection that these lists require Divisions to make policy assumptions not covered by existing directives. The instructions on the attached checklists do not so require. However, Divisions are strongly invited to recommend action objectives not now authorized, if believed desirable, and to accompany any such proposal with a draft of the guidance which the Division believes necessary. Patently, operating elements are best equipped to make the first tentative proposals of action and of authorization necessary therefor. The best interests of this agency require that they accept this responsibility, to the end that the possibilities be fully posed to higher authority for approval, disapproval, or modification.

(5) Relation to FY 1954: Some Areas have questioned whether FY 1955 planning should be pursued before FY 1954 programs have been firmed. This first checklist analysis for FY 1955 is intended to outline what this Agency ought to do in FY 1955. When FY 1954 programs have been developed, this tentative FY 1955 planning will be re-analyzed in the light of FY 1954 to establish the actual FY 1955 programs.

b. PP, PM, and TSS: From the base of these checklists, as the individual country patterns of action emerge:

(1) PP and PM are expected to evaluate the actions proposed by the Areas, country by country, to reconcile any differences of views with the Areas, and to recommend what DD/P decision should be in case of impasse.

(2) PP, PM, and TSS are expected to prepare their respective functional appendices to Annex C, Functional Annex, of this plan, setting forth general guidance showing how the technical aids or functional techniques (economic warfare, political action, propaganda, sabotage, etc.) can best be employed to achieve the listed objectives. This guidance should be available to Area Divisions before they prepare the individual country operational plans which will amplify the outlines of Annex B, and the staffs should be anticipating this need concurrently with the pilot test.

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(3) PPG will generally monitor the presentation of Annex A,

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Intelligence Annex, to the FY 1955 plan but with the special assistance of the PSB liaison staff of PP to assure consistency with the conclusions and assumptions of PSB planning.

c. FI: FI is expected to collaborate fully with PPC and PP in the development of Annex A. In addition, FI is especially requested to make recommendations for development of an intelligence mechanism which will provide CIA Clandestine Services with:

(1) Continuing comprehensive and detailed target area knowledge of communist strength, dispositions, objectives, and effectiveness.

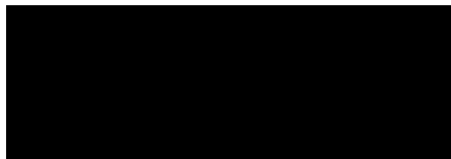
(2) A full flow of the tactical intelligence required for determining what functional techniques can best attack the target in the individual case, and for anticipating all the detailed problems of operational performance against the target.

d. PP/IO: Although IO is administratively part of a staff element, it has direct responsibility for operational action. IO is therefore requested to examine the attached checklists in detail to determine whether they can be used for summary record of its operational objectives, or whether a separate list is required for this purpose. PPC will discuss this matter in detail with IO.

4. These checklists are not designed to produce the types and degrees of informational detail which the Chief of Administration will need for his responsibilities. It is hoped, however, that they will provide an outline of operational objectives to which his requests for information on support matters can be related. Through appropriate instructions and the medium of Annex D of the FY 1955 Plan, he will provide his separate guidance for handling matters of support.

5. All addressees are requested to criticize these checklists in terms of the above needs and purposes, and to discuss suggestions for improvement by conference with this staff rather than by formal memorandum. This staff will make every effort to accommodate recommendations concerning the detail of these lists. The contact for this staff will be [REDACTED] Room 2312 K, extension 2401.

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Chief, Planning and  
Program Coordination

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Attachments -

- List #1 - TS# 86255 and/or
- List #2 - TS# 86256

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